

27 August 1952

JUNIOR OFFICER TRAINING DIVISION

1. MISSION

The Junior Officer Training Division is organized to carry out the demand of the Director of Central Intelligence for a program which will train new Agency personnel of outstanding ability, motivation, and potentiality, to become broad gauge intelligence officers. The full meaning of this concept is suggested by the following quotation from General Smith's speech on 8 July 1952:

" \* \* \* \* If you are to have sufficient flexibility to justify your advancement through the grades to directive or command positions within the Agency, and if the Agency is to utilize your capabilities to the fullest possible extent, we must teach you the whole job and not just part of it. \* \* \* \* the rigid compartmentalization, which, for security reasons, had been imposed within the Agency, had militated against the deployment to its full effectiveness of the abilities of our personnel."

2. FUNCTIONS

- a. To select high potential trainees;
- b. to work out training procedures so that each individual may make the most of his abilities;
- c. to cooperate with the substantive offices;
- d. to assess the future needs of the Agency for specially qualified and trained individuals;
- e. to solve, insofar as is possible, the conflicting problems of
  - (1) meeting the immediate need for trained personnel;
  - (2) providing breadth as well as depth of training in intelligence for members of this program;
  - (3) training for anticipated needs;

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(h) rotation of career personnel. (See attached explanation.)

3. OPERATING PROCEDURES (in collaboration with the appropriate executives).

- a. Interview and screen candidates (for academic ability, motivation, career intentions, morality, leadership, etc.);
- b. assess qualities of individual trainees while in the Intelligence School;
- c. determine the type of work for which each individual is best fitted;
- d. provide training for this work by temporary placement in some office, or additional schooling;
- e. keep track of the progress of each individual through contacts with his supervisor and other sources of information;
- f. maintain a complete, detailed, confidential, and personal record of each individual;
- g. hold periodic conferences with each individual;
- h. screen for advancement and for advanced training including the decision whether the individual should become a specialist or not;
- i. decide on advanced training or place in a substantive office.

4. QUANTITATIVE AND QUALITATIVE LEVELS

- a. There are [REDACTED] slots for these trainees;
- b. All trainees are college graduates (many hold master's or doctor's degrees) who have made, in nearly all cases, distinguished academic records and who test decidedly above the Agency average.
- c. In addition to the careful attention which must be given to each trainee, much effort must be spent in making and maintaining contact with Assistant Directors and their Deputies and Division and Branch Chiefs, to

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- (1) become thoroughly familiar with the specific needs, present and future, of each office;
- (2) know the opportunities available and the job requirements of specific vacancies in various branches of each office;
- (3) gain their executive cooperation in working out the training possibilities for given individuals.

5. CLASSIFICATION.

The Chief, Junior Officer Training Division, performs functions divided into two major categories,

- a. those having to do with the treatment of unusually able, high potential trainees of University Graduate School level or above, and
- b. those in which the development of cordial relations with and the cooperation of important and distinguished members of the Agency are essential to the success of the Program.

He is, therefore, envisaged as a man of maturity and extensive experience in administration, having comprehensive knowledge of the educational scene, a discriminating understanding of people, and the ability to evaluate personalities accurately. For the constructive development of the division, he should possess such qualities as good judgment, familiarity with professional techniques, originality, objectivity, a good personality test for his work, and the capacity to earn the respect of others for the authority he commands. His assistants (one of whom supervises the O.C.S. phase of the program and must, therefore, have military experience and contacts) should be carefully selected for their understanding of

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the problems he faces and for their ability to work with young personnel sympathetically and effectively.



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